

5.22

1. DATE	19 May 03
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### 3. SUBJECT

COMMAND ELEMENT ADVOCATE PROGRAM  
OBJECTIVE MEMORANDUM FISCAL YEAR-2006  
CAMPAIGN PLAN (SHORT TITLE: CE ADVOCATE  
POM-06 CAMPAIGN PLAN

#### 4. NATURE OF ACTION REQUIRED

ORIGINATOR  
INITIALS

**DUE DATE  
(IF ANY)**

**ROUTINE**  
**URGENT**

EJM

5. REFERENCE HELD BY (NAME, GRADE, OFFICE, PHONE)  
LtCol Edward Mays, Ops Div, POM Br, 784-4853

**5a. REFERENCE FILENAMES (IF APPLICABLE)**

## 11. REMARKS AND SIGNATURE

Tab (A): Command Element Advocate Program  
Objective Memorandum Fiscal Year-2006  
Campaign Plan (Short Title: CE Advocate  
Campaign Plan)

1. Purpose. To provide a schedule of events, critical milestones, and background information for POM-06.

2. Background. The POM-06 fiscal environment is dynamic, austere, and fraught with resources challenges. POM branch was directed to be proactive and provide a POM-06 way ahead for the CE Advocate. The CE Advocate Campaign Plan is that way ahead. The Campaign Plan supports CE related Expeditionary Maneuver Warfare Capabilities (Commander's Intent) – ensuring that CMC's vision is attained through the proper alignment of finite resources to requirements. The Campaign Plan has been reviewed internally (S&A, OPS, and MRD) at MCCDC and by members of the CEAB. The Campaign Plan has also been reviewed by MCSC, and HQMC (P&R).

3. Discussion. POM-06 is the overall responsibility of HQMC (P&R). However, the CE Advocate Campaign Plan is a tool that will identify processes, milestones, and key events for POM-06. The endstate facilitated by the CE Advocate Campaign Plan is the encapsulation and prioritization of EMW related capabilities and requirements within the CE Advocacy.

4. Recommendations. Signature requested.

E. J. MAYS

[illegible]



**UNITED STATES MARINE CORPS**  
**MARINE CORPS COMBAT DEVELOPMENT COMMAND**  
**QUANTICO, VIRGINIA 22134-5001**

IN REPLY REFER TO:

7000  
C39

From: Deputy Commandant, Combat Development  
To: Distribution List

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FISCAL YEAR-2006 CAMPAIGN PLAN (SHORT TITLE: CE ADVOCATE  
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Ref: (a) CMC Policy Memo 1-99, Advocacy  
(b) CMC Policy Memo 1-02, MROC  
(c) JIMP  
(d) CJCSI 3170.01C (Draft)  
(e) MCO P3900.15A

Encl: (1) Acronyms  
(2) POM/PR Process  
(3) Sample Standardized Advocate Requirements List (ARL)  
(4) Anticipated POM 06 Schedule of Events  
(5) Key POCs for POM 06

1. Situation. The present fiscal environment is dynamic and filled with fiscal austerity and resource challenges. Compressed requirement build times and the threat of diminishing funding demand prioritization and optimal use of resources. To accomplish our goals we must: seek, identify, and understand senior leadership guidance, particularly as it is received from the Advocates delineated in references (a) and (b); incorporate Operating Forces' perspective and promote their participation and understanding via Operational Advisory Groups (OAGs) and boards; foster team building and dialogue to promote understanding of all participants in Planning, Programming, and Budgeting System/Planning, Programming, Budgeting, and Execution (PPBS/PPBE) process; consider affordability and constrain the number of initiatives; develop Advocate priorities to guide POM resource allocation; and lastly, develop a Command Element (CE) process that can be institutionalized and enhanced in future cycles.

a. Enemy. The enemy is not a physical enemy in the standard sense. Our most significant adversaries are compressed time frames needed to build valid, defensible requirements, coupled

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with the lack of solid and timely planning guidance. Failing to incorporate the lessons-based-capability implications from our most recent operations is a snare we must avoid. Failing to prioritize the use of fiscal resources or spending precious resources on the "wrong" items is an equally tenacious challenge.

b. Friendly. The Joint Chiefs of Staff, through the Joint Requirements Oversight Council (JROC), reviews and prioritizes joint warfighting and emerging joint operational concepts through the Joint Vision Implementation Master Plan (JIMP) listed in reference (c). The Marine Corps must monitor reference (d) closely to ensure synchronization with the DoD Acquisition process. The Marine Corps must integrate capability development defined in the Expeditionary Force Development System (EFDS) (reference (e)), with activities described in the JIMP to ensure future joint force development includes and optimizes unique Marine Corps capabilities.

(1) Higher. Guidance will be forthcoming from the Office of Secretary of Defense (OSD), Department of the Navy (DoN), and Commandant Marine Corps (CMC). Each level of guidance received will have a significant impact on the final POM product and must be considered to protect the Marine Corps' resources from disruptive Program Budget Decisions (PBDs) and Program Decision Memorandums (PDMs). Congressional views of specific programs will also have a significant impact on the POM as it traverses the budgetary process. Additionally, the OSD-mandated changes reflected in reference (d) concerning requirements procedural changes will also shape the POM process.

(2) Adjacent. Based on individual Advocate Requirements Lists (ARL), MCCDC will create a MAGTF Requirements List (MRL) to identify requirements that cut across multiple elements of the MAGTF to assist the Program Evaluation Groups (PEG) and POM Working Group (PWG) in building the Marine Corps program (DC, P&R is responsible for the POM process). The Advocates are key participants in the POM process. The POM committees (PEG, PWG, PRG, and MROC) will build POM-06 in consonance. The Program Review Group (PRG) will review the POM, make necessary adjustments, and present the Tentative-POM (T-POM) to the Marine Requirements Oversight Council (MROC) for the same type of review and refinement prior to final approval by CMC. The steps in the Planning, Programming and Budgeting System (PPBS) process are listed in enclosure (2).

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(3) Supporting. Marine Corps Systems Command (MCSC), Marine Corps Logistics Command (MCLC), HQMC (P&R), Marine Forces (MARFOR), and the Advocates will each play a critical role in supporting the POM-06 process.

2. Mission. The Deputy Commandant, Combat Development (DC, CD) will construct, guide and influence CE Advocacy Board (CEAB) POM programming objectives that sustain current and develop future warfighting capabilities in order to better organize, train, and equip Marine Forces to meet national security objectives.

3. Execution

a. Commander's Intent. It is my intent for the CE to develop a requirements list for POM-06 that incorporates lessons learned from recent operations (e.g., Operation Iraqi Freedom), supports the future capabilities required in support of the Naval Operational Concept (NOC), Expeditionary Maneuver Warfare, and the Commandant's vision for the future.

b. Tasks. The timely interaction of key organizations is critical for success and centers upon the CEAB, the CE Secretariat, the Expeditionary Force Development Center's (EFDC) Materiel Requirements Division (MRD) and Operations Division (POM Branch), and MCSC.

(1) Director, EFDC

(a) Provide leadership and coordination for the Campaign Planning process.

(b) Publish list/catalog of post-POM04 approved requirements 30 May 2003.

(c) Complete MRD actions on requirements documentation relative to requirements maturity and ARL priority.

(d) Coordinate with Commanding General, Marine Corps Warfighting Laboratory (MCWL) for timely publication of a Science & Technology (S&T) Integrated Product Team (IPT) plan for technology development, experimentation, and timely technology transitions (either to an acquisition program or fleet product).

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(e) Galvanize and energize the Ammunition Working Group (AWG) ammunition requirements and "banded" ammunition risk/affordability alternatives resultant of the Munitions Requirement (MRP) Process. MCCDC S&A will fund the War Reserve Munitions Requirements Study.

(f) Perform Doctrine, Organization, Training & Education, Materiel, Logistics, Personnel, and Facilities (DOTMLPF) assessments for candidate requirements, to include capability linkages, to ensure the total resource requirement is identified.

(g) Lead effort for a standard Advocate Requirements Lists (ARL) format to benefit the Operating Forces and PEGs/PWGs.

(h) Participate, as requested, in ARL construct and management processes.

(i) Lead effort for construction and publication of the MRL identifying critical, "cross-cutting" MAGTF issues to highlight greater importance to PEG/PWG members; publish NLT 1 October 2003.

(j) Refine the CE Campaign Plan process in order to institutionalize and enhance future POM cycles. Deliverables will include lessons-learned, process flowcharts, web site and other tools.

(k) In conjunction with the CEAB members, develop and publish a draft ARL by 15 July 2003 and an approved CE ARL NLT 12 September 2003.

(l) Ensure maximum participation by MRD Requirements Officers and POM Branch in the HQMC (P&R) Core Setting Process.

(m) Support MCSC in completion of Acquisition Initiative Information Documents (MRD lead).

(n) Assist MCSC in identifying initiatives that if managed within a common portfolio, capability set, or family could result in economical savings, less redundancy and/or enhanced overall capabilities, to be completed NLT 31 January 2004.

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(o) Assist MCSC in timely development of Affordability Alternatives for essential and critical programs, to be completed NLT 31 January 2004.

(p) Ensure all CE POM 06 PMC competition initiatives have been tailored through the Approved Acquisition Objective Integrated Product Team (AAO IPT) prior to 31 December 2003 in order to enhance competitiveness in the POM.

(q) BPT provide DC, P&R with a Directed Studies brief NLT 15 January 2004 concerning the Health of the CE Advocacy across all appropriations.

(r) Provide analytical support as required.

(2) CEAB Members (Primary and Associate)

(a) Submit all Universal Needs Statements (UNSSs) for items requiring POM competition NLT 1 June 2003 (Note: some "urgent" UNSSs may be processed after this date, but will tax ability to produce requirements documents that are requisite for POM-06 competition). The guideline for POM-06 competition is an initiative requiring Procurement, Marine Corps (PMC) dollars in FY-06 or FY-07 MUST have a requirements document prior to competition (exceptions for items generated as a result of lessons learned from recent operations will be on a case-by-case basis). For planning purposes, 1 September 2003 is the target date.

(b) Provide Director, EFDC with Action Officer POCs NLT 30 May 2003 to assist with ARL construction and prioritization.

(c) Review POM-06 ARL Baseline document located on POM Branch, MCCDC website (<http://www.mccdc.usmc.mil/POMBranch/index.html>) to validate items for re-competition.

(d) Utilize the CE Secretariat as the primary POC within MCCDC, enclosure (5).

(e) Assist CE Secretariat in producing a prioritized CE ARL NLT 12 September 2003. The tentatively scheduled August CEAB will be used to provide all General Officer CEAB members an in-depth briefing of competing items to aid in prioritization efforts.

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(f) BPT provide DC, CD with Directed Studies highlights for CE Advocate sponsorship NLT 5 January 2004; these items may or may not be listed on separate Directed Studies briefs for the various commands affected.

(3) CG, TECOM

(a) Develop Training and Education PMC candidate descriptions and recommendations for POM 06 competition.

(b) Ensure all training requirements documentation is completed on POM 06 candidates prior to 1 September 2003.

(c) Participate in the CEAB ARL construction and prioritization process.

(4) CDR, MARCORSYSCOM

(a) Develop CE Advocacy Life Cycle Management candidate descriptions/recommendations and coordinate with POM Branch, EFDC for inclusion on the CE ARL.

(b) Support MCWL (S&T) IPT in planning for experimentation and technology transitions.

(c) Participate, as requested, in Advocate ARL process.

(d) Invite Advocate participation in POM06 core setting.

(e) Invite Advocate participation in MARCORSYSCOM Initiative Technical Reviews.

(f) Recommend "Family of" portfolios for minor programs.

(g) Recommend candidates for and develop capability-based Affordability Alternatives as coordinated by EFDC.

(h) Coordinate any Cost Reduction and Effectiveness Improvement (CR&EI) initiatives that impact the CE Advocate.

(5) CG, MCWL

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(a) Through the S&T IPT, develop experimentation and technology transition candidate descriptions and recommendations for all S&T items (MCWL and ONR).

(b) Coordinate with MRD and S&T, using the EFDS process to establish approved requirements for all technology development and experimentation that may lead to a materiel solution (i.e., operational equipment or acquisition program).

(c) Participate in the CEAB ARL construction and prioritization process.

(d) BPT provide DC, CD with Directed Studies highlights of S&T requirements, projects and funding issues for CE Advocate sponsorship NLT 5 January 2004.

(6) Chair, Ammunition Working Group

(a) Develop capability bands of Ammunition for competition in the POM06.

(b) Provide oversight and support of Ammunition requirements studies.

(c) Ensure the War Reserve Munitions Requirement model is appropriately populated and results incorporated in a timely manner for competition.

(d) Develop a process that can be institutionalized and enhanced in future cycles.

(7) DC, P&R (RPD)

(a) Assist in cataloging current defense, Integrated Priority List (IPL) or service (CMC/MROC) guidance and seeking new guidance where needed.

(b) Provide facilitation for overall POM process.

(c) Provide technical support as requested.

c. Coordinating Instructions

(1) The POM Branch website, which contains links to the references and other-related information, can be accessed from



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the MCCDC website located at <http://www.mccdc.usmc.mil/POMBranch/index.html>.

(2) Information relative to the EFDS is located at  
[http://www.mccdc.usmc.mil/EFDS/efds.htm/files/efds\\_main\\_page1.htm](http://www.mccdc.usmc.mil/EFDS/efds.htm/files/efds_main_page1.htm)

(3) A standardized ARL will be used among all Advocates in order to significantly improve the POM process. The sample standardized ARL format is provided in enclosure (3).

(4) The CE ARL (Draft) will be completed NLT 15 July 2003. The signed CE ARL will be completed NLT 12 September 2003.

4. Administration and Logistics. In order to enhance efficiencies, the CE will utilize Video Teleconferencing (VTC), telephonic conference calls and the MCCDC web-site as much as possible to build, prioritize and publish the ARL, as well as to keep all CEAB members informed on POM 06 status.

5. Command and Signal

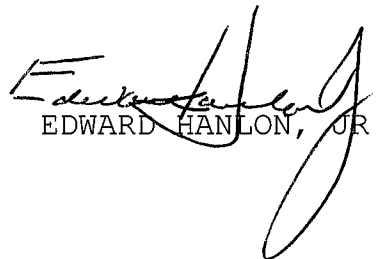
a. Signal

(1) This Campaign Plan is effective on receipt.

(2) All timelines herein are subject to change pending DC, P&R's publication of official programming guidance.

(3) DC, P&R will publish official correspondence regarding POM 06 in the form of POM Serials.

b. Command. The CE Secretariat will be the principal POC for all POM 06 construction. The POM Branch, EFDC, MCCDC will be the secondary POC, especially once the ARL has been signed. Key POCs are listed in enclosure (5).

  
EDWARD HANLON, JR.

Distribution:  
COMMARFORPAC  
DC, P&R  
COMMARFORRES

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COMMARFORLANT

CG III MEF

CG I MEF

CG II MEF

CG TECOM

CG MCB

Dir C4

CDR MARCORSYSCOM

Dir Intel

Dir EFDC (AWG)

CG MCWL

## ACRONYMS

AAP	Abbreviated Acquisition Program
ACAT	Acquisition Category
ACE	Aviation Combat Element
ACMC	Assistant Commandant of the Marine Corps
ARL	Advocate Requirements Lists
AWG	Ammunition Working Group
BISOG	Blue in Support of Green
C4I	Command, Control, Communications, Computers, and Intelligence
CAB	Capabilities and Assessments Branch
CBR	Concepts Based Requirements
COCOM	Combatant Commander
CDTS	Combat Development Tracking System
CE	Command Element
CEAB	Command Element Advocacy Board
CG	Commanding General
CIO	Chief Information Officer
CJCS	Chairman of the Joint Chiefs of Staff
CMC	Commandant of the Marine Corps
COA	Course of Action
COMMARCORMATCOM	Commander, Marine Corps Materiel Command
COMMARCORSYSCOM	Commander, Marine Corps Systems Command
CPG	Commandant's Planning Guidance
CRD	Capstone Requirements Document
CSSE	Combat Service Support Element
D&I	Discovery and Invention
DC	Deputy Commandant
DC, CD	Deputy Commandant, Combat Development
DC, P&R	Deputy Commandant, Programs and Resources
DOD	Department of Defense
DON	Department of the Navy
DOTMLPF	<u>D</u> octrine, <u>O</u> rganization, <u>T</u> raining, <u>M</u> ateriel, <u>L</u> eadership and <u>E</u> ducation, <u>P</u> ersonnel and <u>F</u> acilities
DPG	Defense Planning Guidance
DWG	DOTMLPF Working Group
ECL	EMW Capability List
ECP	Experimentation Campaign Plan
EFDC	Expeditionary Force Development Center
EFDS	Expeditionary Force Development System
EMW	Expeditionary Maneuver Warfare
ESG	Executive Steering Group
FMF	Fleet Marine Force
FNC	Future Naval Capabilities

## ACRONYMS

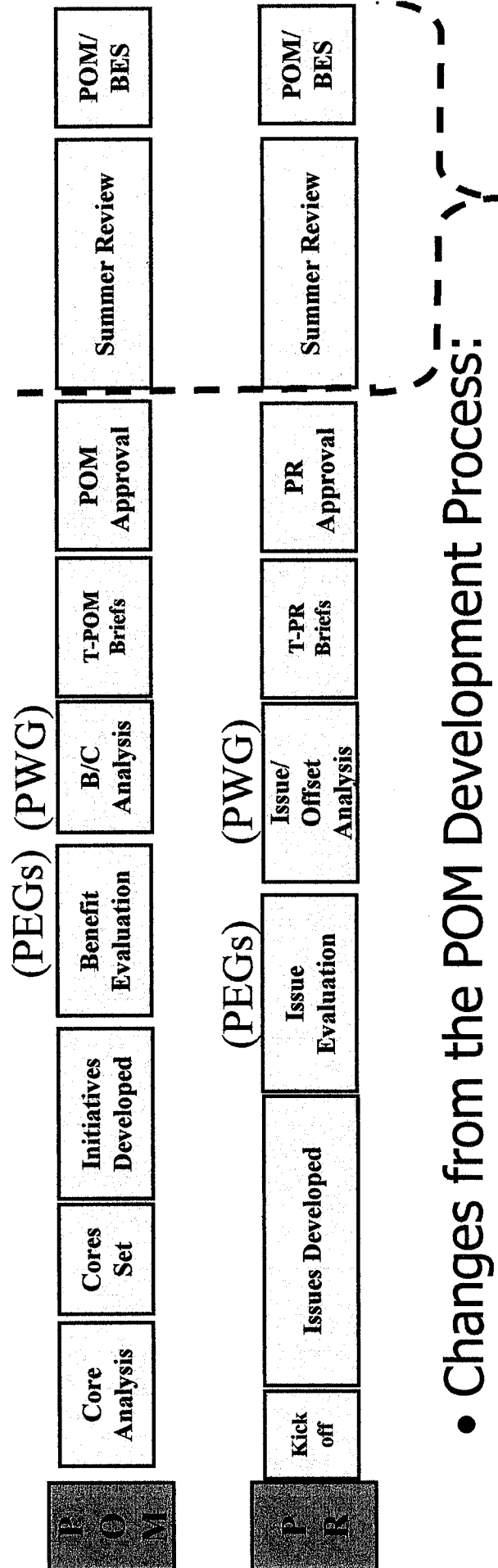
FONS	Fleet Operational Needs Statement
FWD	Futures Warfighting Division
FYDP	Future Years Defense Plan
GCE	Ground Combat Element
HQMC	Headquarters, Marine Corps
I&L	Installations and Logistics Department, HQMC
IPL	Integrated Priority List
IPT	Integrated Product Team
IT	Information Technology
JCDE	Joint Concept Development and Experimentation
JCS	Joint Chiefs of Staff
JFC	Joint Force Commander
JFCOM	US Joint Forces Command
JROC	Joint Requirements Oversight Council
JOC	Joint Operations Center
JSPS	Joint Strategic Planning System
JIMP	Joint Vision Implementation Master Plan
JWCA	Joint Warfighting Capabilities Assessment
MAA	Mission Area Analysis
MAGTF	Marine Air-Ground Task Force
MCSC	Marine Corps Systems Command
MARFOR	Marine Corps Forces
MCLC	Marine Corps Logistics Command
MCCDC	Marine Corps Combat Development Command
MCDP	Marine Corps Doctrinal Publication
MCEP	Marine Corps Experimentation Plan
MCSTP	Marine Corps Science and Technology Plan
MCO	Marine Corps Order
MCWL	Marine Corps Warfighting Laboratory
MDA	Milestone Decision Authority
MEF	Marine Expeditionary Force
MLCM	Materiel Life Cycle Management
MNS	Mission Need Statement
MRD	Materiel Requirements Division
MRP	Munitions Requirement Process
M&RA	Manpower and Reserve Affairs Department, HQMC
MRL	MAGTF Requirements List
MROC	Marine Requirements Oversight Council
MSC	Major Subordinate Command
MSTP	MAGTF Staff Training Program
NCDP	Naval Capabilities Development Process

## ACRONYMS

NMS	National Military Strategy
NSS	National Security Strategy
OA	Operational Architecture
OAG	Operational Advisory Group
O&MMC	Operations and Maintenance, Marine Corps
O&O	Operational and Organizational Concept
ONR	Office of Naval Research
ORD	Operational Requirements Document
OSD	Office of the Secretary of Defense
OSTI	Office of Science and Technology Integration
PEG	Program Evaluation Group
PMC	Procurement, Marine Corps
POM	Program Objective Memorandum
PPBE	Planning, Programming, Budgeting, and Execution
PPBS	Planning, Programming, and Budgeting System
PP&O	Plans, Policy, and Operations Department, HQMC
P&R	Programs and Resources Department, HQMC
PRG	Program Review Group
PWG	POM Working Group
RDT&E,N	Research, Development, Test and Evaluation, Navy
S&T	Science and Technology
SID	Solution Initiating Directive
SME	Subject Matter Expert
SON	Statement of Need
SPD	Solution Planning Directive
SPG	Secretary of the Navy Programming Guidance
T-POM	Tentative POM
T&E	Training and Education
TFSD	Total Force Structure Division
TRL	Technology Readiness Level
TTF	Transition Task Force
UNS	Universal Need Statement
WRMR	War Reserve Materiel Requirement

# POM/PR Process

Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
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- No Core Setting
- Issues v. Initiatives
- New Starts Limited
- Offsets Required

RF

**SAMPLE**

**Command Element - Advocate Requirements Lists**  
**Rescompeting Programs/New Requirements**

POM 06 RANK	POM 06 PRIORIT Y	REQUIREMENT / PROGRAM	ADVOCATE	PROPOSER	APPN	COMMENTS	POM 06	MINS/ICS	ORD	RESULTS	ECL REFERENCE E NUMBER
1	A	Coastal Battlefield Reconnaissance and Analysis	CE				Recompete				
2	A	Command and Control Systems Training	CE				Recompete				
3	B	Cooperative Engagement Capability	CE				New				
4	C	Data Automated Comm Terminal	CE				New				
<b>Priority</b>	<b>Meaning</b>										
<b>A</b>	Essential: requirements that are the backbone of combat capability; considered most important; must be major efforts.										
<b>B</b>	Critical: requirements necessary to enhance current and future warfighting										
<b>C</b>	Valid: requirements desired; could possibly be deferred.										
<b>D</b>	Insignificant: marginal or non-urgent requirements; could be dropped from consideration.										

## Anticipated POM06 Schedule of Events and Critical Milestones

Campaign Planning	Jan 03 – May 03
Post-POM04 list/catalog published	May 03
Core Development	May 03 – Aug 03
UNS Submission	Jun 03
Draft ARL Complete	15 Jul 03
Initiative Development and Review	Jul 03 – Dec 03
CE PMC competition initiatives tailored through the AAO IPT	Dec 03
POM Working Group (PWG) Kick-off Meeting	Sep 03
Assist CG TECOM with Training Docs on POM-06 Candidates	1 Sep 03
ARL published	12 Sep 03
Cores Set	Oct 03
MRL published	Oct 03
Directed Studies	Oct 03 – Jan 04
Cost Reduction and Effectiveness Initiatives	Oct 03 – Jan 04
AAO Tailor all CE POM-06 Initiatives	Dec 03
Initiatives loaded to HQMC P&R Database	Jan 04
DC, CD Directed Studies for CE Advocacy	5 Jan 04
DC, CD Directed Studies to highlight S&T Requirements	5 Jan 04
Health of CE Directed Study due	15 Jan 04
Assist MCSC constructing Portfolios	31 Jan 04
Assist MCSC constructing AoAs	31 Jan 04
Program Evaluation Group Prioritization	Feb - Mar 04
POM Working Group End Game	Mar 04
Program Review Group Brief/Heartburns	Apr 04
MROC Brief	May 04
CMC Approval	May 04
DON Submit	May 04
POM-to-Budget	May 04 – Jun 04
Overguidance	Jun 04 – Jul 04
Lessons Learned	Jul 04 – Aug 04



### Key POCs for POM 06

Name	Tel	e-mail	office
LtCol Wayne Martin	703-784-6470	martinwr@mccdc.usmc.mil	CEAB Secretariat, MCCDC
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Ms. Bev Runolfson	223-3530	Runolfsonbj@hqmc.usmc.mil	C4, HQMC
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Mr. Larry Ramsey	703-784-4786	Ramseyl@tecom.usmc.mil	TECOM
Mr. Mike Crouch	703-784-5169	crouchml@mcwl.quantico.usmc.mil	MCWL